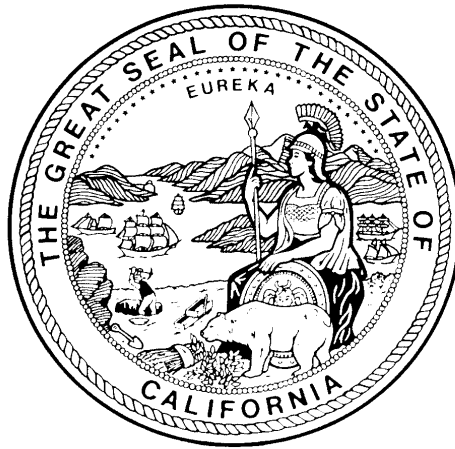

Strategic Plan

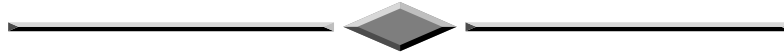
California Board of Registered Nursing



April 2002

TABLE OF CONTENTS

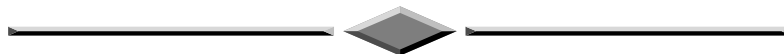
Mission Statement	1
Core Values	2
Goals, and Objectives	3
Executive Summary	7
Description.....	8
External/Internal Assessment Summary.....	10
Performance Measures	12
Budget and Staffing	13
Resource Assumptions	13

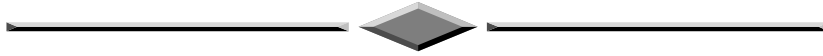


MISSION STATEMENT

Protect the health and safety of consumers and promote quality registered nursing care in the State of California. To accomplish this we will:

- Establish and uphold competency standards, provide guidance and interpretation, prevent patient harm, and intervene with discipline and rehabilitation.
- Serve the public in a customer-oriented, well-managed, and respectful manner.
- Provide employees with the opportunity for satisfying work in an atmosphere of trust, shared commitment, and valuing of diversity and individual differences.





CORE VALUES

QUALITY...

Excel in delivering accessible, effective services.
Exceed customer expectations. Continually improve and evaluate performance.

COMMITMENT...

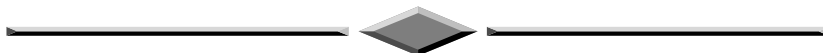
Demonstrate responsiveness, motivation, and dedication in all endeavors. Take ownership and responsibility and be accountable for the public's trust.
Act in a conscientious and caring manner. Value diversity. Advocate for health care consumer safety.

COLLABORATION...

Work in a cooperative, respectful, and courteous spirit. Foster open communication externally and internally. Promote teamwork, and act with sensitivity to the needs of others.

VISION...

Recognize and grasp the opportunity to thrive as the world changes. Anticipate and use new technology to succeed. Value innovation and creativity. Take a leadership role in shaping future trends.



GOALS AND OBJECTIVES

Goal A: Maximize effectiveness in consumer protection and customer service.

Be responsive to customers' needs for improved services, consumer protection, and public outreach. Evaluate BRN effectiveness in terms of quality of outcomes, customer satisfaction, timeliness, efficiency, and other key measures.

- Objective A1:** Identify customer expectations for services and meet or exceed them.
- Objective A2:** Increase public access to services, increase consumer awareness of BRN services, and expand public outreach and educational efforts.
- Objective A3:** Modify and improve outreach and public service efforts to address the increasing diversity and changing needs of the population (e.g., aging population, increased diversity of language and culture).
- Objective A4:** Increase program effectiveness and innovation including use of effective technology.
- Objective A5:** Evaluate effectiveness of all BRN programs on an ongoing basis through a meaningful performance measurement system, including automated data collection and analysis.
- Objective A6:** Coordinate activities with other governmental agencies to improve consumer protection and services.
- Objective A7:** Plan and allocate resources to effectively fulfill mission.

Goal B: Create a work environment that promotes employee success in order to better serve the public.

Recognize that human resources are key to the success of the BRN in fulfilling its mission. To that end, create a well-managed organization that fosters employee competence, initiative innovation, achievement and job satisfaction. Create an environment of trust, and value diversity and individual differences.

- Objective B1:** Develop staff at all levels to allow them to succeed through training, cross-training, coaching, mentoring, communicating expectations, providing feedback, and recognizing achievement.
- Objective B2:** Continually improve and evaluate leadership and managerial skills of managers and supervisors.
- Objective B3:** Increase internal communication vertically, horizontally, cross-functionally, and geographically.
- Objective B4:** Create a physical environment that is supportive of employee productivity and satisfaction.
- Objective B5:** Establish organizational principles and core values which create a sense of purpose, inspire commitment from staff, contribute to higher morale, and foster outstanding public service.
- Objective B6:** Continue to evaluate the internal organizational structure to ensure that it serves the mission and goals.

Goal C: Take a proactive leadership role in structuring 21st century health care related to registered nursing and advanced practice nursing.

Research has established that the quality of nursing care has a direct impact on public health, safety, and well-being. In the changing health care environment, the BRN must advocate for consumers by promoting the significance of the role of RNs in providing quality patient care.

- Objective C1:** Promote a safe working environment to enhance patient protection and continuity of care.
- Objective C2:** Actively participate in shaping health care policy on behalf of consumers of nursing services.
- Objective C3:** Ensure that RNs are competently prepared for their role in health care delivery.
- Objective C4:** Educate the public, agencies, and other health care workers on the varied roles, practices, and responsibilities of RNs.
- Objective C5:** Collect and analyze nursing data on a continuous basis, identify key trends and issues from the data, and use the results to set policy and to act in the public's interest.
- Objective C6:** Continually review and update statutes and regulations to improve public protection and to eliminate unnecessary regulatory burden.
- Objective C7:** Identify, monitor, and act on legislative and regulatory trends.
- Objective C8:** Plan for and implement new legislation affecting the BRN.

Goal D: Implement the Governor’s Nurse Workforce Initiative in partnership with other State agencies.

The Governor has directed the BRN and other State agencies to take action to increase the number of RNs in California in light of the growing nursing shortage. California ranks next to last in the U. S. for its per capita number of RNs. There must be an adequate supply of qualified RNs in order to protect the health and safety of consumers and to promote quality nursing care. The BRN will work to accomplish the following components of the Nurse Workforce Initiative.

- Objective D1:** Participate in creating funding mechanisms to increase the capacity for nursing school programs to educate additional RNs at entry and advanced levels to meet the need for additional RNs at all levels, including additional faculty.
- Objective D2:** Facilitate approval of new and expanding nursing school programs that are qualified to educate competent RNs.
- Objective D3:** Lead efforts to reform nursing education by eliminating artificial barriers to admission and completion of programs, standardizing curricula, and creating greater articulation between programs.
- Objective D4:** Partner with public and private entities to create funding and expanded opportunities for post-licensure preceptorships and training.
- Objective D5:** Work with other state agencies to identify needs for workplace reforms and to identify and reward demonstration projects and best practices in this area.
- Objective D6:** Conduct research related to nursing workforce issues including surveys of current RNs, inactive RNs, and employers.
- Objective D7:** Convene panels of experts on nursing workforce and education issues.
- Objective D8:** Work with other agencies to conduct an outreach campaign to recruit future RNs, encourage re-entry of inactive RNs, retain current RNs, and to enlist the assistance of current RNs in recruiting future RNs.
- Objective D9:** Continually evaluate BRN licensure statutes, regulations, and procedures to remove any unnecessary requirements, streamline processes, and provide excellent licensing services to encourage licensure in California, while providing consumer protection.

EXECUTIVE SUMMARY

In the spring of 1994 the Board of Registered Nursing originally undertook an in-depth strategic planning project to set a direction that would ensure the Board's effectiveness and responsiveness to the public which it serves. That initial plan was completed and adopted in February 1995.

Strategic planning is an ongoing process at the Board, and the plan continues to be implemented and to evolve as new issues arise. Staff have participated in working committees to implement the objectives set out in the strategic plan, and the Board members and management team continue to regularly review and update the plan.

The Board contracted with experts in strategic planning (The Results Group) to guide the initial process in 1994. The contractor structured an objective evaluation process, which included the following elements:

- Involvement of a representative task force of staff, management, and Board Members.
- External surveys of all key "stakeholders" or customers to determine current satisfaction with Board services and needs and expectations for improvement.
- Internal survey of employee satisfaction to create an effective work environment to serve the public.
- Environmental scan of trends and factors for which the Board must prepare.
- Identification of strengths, weaknesses, opportunities, and threats facing the Board.
- Development of mission/vision, core values, goals, objectives, and strategies.
- Performance measures as reflected in the Board's Report to the Joint Legislative Sunset Review Committee, which was approved in 1997, and in annual reports of accomplishments by sub-committees of the Board.

The Board's strategic plan provides a dynamic framework to achieve the following:

- 1.) Anticipate and prepare for future trends and issues affecting nursing regulation.
- 2.) Set a direction for effective and responsive service to the public.
- 3.) Inspire and guide employees and stakeholders.
- 4.) Plan allocation of resources to meet primary goals.

DESCRIPTION OF BOARD

Board Mandate

The Board of Registered Nursing regulates the practice of registered nursing and certified advanced practice nursing in order to protect the public health, safety, and welfare. The Board exists to protect the health and safety of consumers and to promote quality registered nursing care in California. This mission is accomplished by the following mandated activities:

- ◆ Establish and enforce sound licensing standards.
- ◆ Prosecute violations of the Nursing Practice Act through an effective enforcement program.
- ◆ Intervene promptly with chemically dependent or mentally ill nurses through the diversion program.
- ◆ Establish and enforce educational standards in nursing school programs.
- ◆ Promote continuing competence of nurses.
- ◆ Educate the public and interpret the Nursing Practice Act.

The Nursing Practice Act is the body of California law that establishes the authority for the Board and sets out the scope of practice for RNs. The Practice Act is located in the Business and Professions Code starting with Section 2700. Regulations to implement the law appear in Title 16, Division 14, of the California Code of Regulations.

As nursing practice and health care evolve, the public relies on the Board in its role as patient advocate to ensure that registered nursing activities are performed in a safe manner by qualified individuals.

Public Served

The Board is responsible for regulating the practice of the following population (statistics as of 2/28/02):

284,000	Registered Nurses
43,500	Public Health Nurses
11,000	Nurse Practitioners
7,500	Nurse Midwife/Practitioner Furnishing Numbers
1,600	Nurse Anesthetists
1,100	Nurse Midwives
400	Psychiatric/Mental Health Nurses
1,600	Clinical Nurse Specialists

Approximately 31,000 applicants seek licensure or certification with the Board annually. Initial RN licensure requires completion of education, a national computerized examination, and a criminal background check. RNs licensed in other states can apply for endorsement in California.

The Board also regulates and approves 131 pre-licensure and advanced practice nursing education programs, and it registers and approves 3,400 continuing education providers.

In addition to its licensees, certificate-holders, and registrants, the Board's customers include consumers, employers, health care organizations, and other agencies and groups interested in nursing regulation. The Board strives to educate the public through wide dissemination of informational brochures and videos. It also places high priority on access and responsiveness for the public. Each month, nearly 12,500 callers access the Board's 24-hour telephone license verification system which receives high marks for public service. Also, over 1,600 complaints about licensees are received and investigated each year, with the public readily accessing the complaint unit by telephone, mail, computer, or in person.

In January 2001 the Board became the first California licensing agency to offer online professional license renewal services. The Board volunteered to pilot the system as part of the Governor's e-government initiative. This decision was based on an extremely positive response to a survey of RNs regarding interest in online renewals. California RNs can now renew their licenses and pay with a credit card online through the Internet.

Board Structure and Sunset Status

The Board of Registered Nursing is one of several professional licensing boards that exist within the Department of Consumer Affairs. As a special-fund agency, the Board's annual budget is fully funded through licensee fees.

Nine board members serve as the policy-setting body for the Board. Seven of the members are appointed by the Governor, one by the Senate President Pro Tempore, and one by the Assembly Speaker. Board members include five registered nurses, one physician, and three public members.

The Joint Legislative Sunset Review Committee completed its review of the Board of Registered Nursing in March 1997 and recommended continuation of the Board and extension of the next sunset review until July 2004. That recommendation was enacted into law effective January 1998.

EXTERNAL/ INTERNAL ASSESSMENT

To build a sound foundation for its strategic planning, the Board conducted a comprehensive assessment of internal and external factors that the Board faces. Following is a summary of the steps taken.

Environmental Scan of Trends and Factors

The staff task force conducted extensive research and interviewed experts to identify the key issues that are likely to affect the success and direction of the Board in the next three to five years. Managers and Board Members were included in this process.

This external scan yielded key trends and factors that the Board must anticipate and address in its strategic plan. These trends and factors represent the issues that may become opportunities, threats, or a basis for needed action for the Board. Eight categories emerged for the environmental scan: Demographic/Socioeconomic, Technology, Enforcement, Political and Regulatory, Nursing Shortage, Nursing Practice, Nursing Education, and Advanced Practice Nursing.

Stakeholder Identification and Feedback

The Board identified the various groups, organizations, and individuals that are affected by the Board, have a vested interest in the Board, have expectations of the board, or could affect the ability of the Board to succeed in its mission. Feedback from stakeholders is obtained on a continuing basis through periodic surveys, telephone interviews, meetings, liaison activities, and public forums. This exchange of information provides information concerning the Board's effectiveness, satisfaction with services, improvements needed, and future trends anticipated.

Stakeholder identification and feedback is fundamental to creating a meaningful and complete assessment of external issues and expectations. A listing of key stakeholders appears on the next page.

Internal Assessment

To be prepared to fulfill its mission, the Board must have a strong and effective work force. To that end, the Board conducted confidential surveys of employees in 1994 and 1997 to learn their level of satisfaction and recommendations for improvements. The results were positive overall, and very constructive feedback was obtained. The management team continues to solicit employee feedback as a basis for changes and improvement.

BOARD OF REGISTERED NURSING KEY STAKEHOLDERS

Individuals:

Consumers
Registered Nurses
Registered Nurse students and applicants
Employers of RNs
Healthcare practitioners
BRN Employees

Organizations:

Nursing organizations and associations
Health care related organizations
National Council of State Boards of Nursing
Nursing education programs
Colleges and Universities
Contractors providing services to the Board

Government Entities:

Governor's Office
Legislature
Department of Consumer Affairs
State Oversight Agencies
Division of Investigation (DCA)
Office of Attorney General
Office of Administrative Hearings
Health-related Governmental agencies

PERFORMANCE MEASURES

Performance Appraisal Through Sunset Review

Extensive performance measures were established by the Legislature for the Board pursuant to a mandated sunset review process.* The Board submitted a detailed report to the Legislature setting out its quantified results for four fiscal years: 1992/93, 1993/94, 1994/95, and 1995/96. The measures covered all Board services including licensure, certification, examination, continuing education, enforcement, and diversion programs. The Joint Legislative Sunset Review Committee evaluated and approved the Board's performance report in March 1997, and it recommended extension of the next sunset review until July 2004. That recommendation was enacted into law effective January 1998.

This performance review through the sunset process served as an important component of the Board's strategic planning process. All of the performance measures that were set out in the Legislative mandate were reflected in the Board's strategic goals and objectives. Those performance measures continue to serve as benchmarks for the Board.

Addition Performance Appraisal

Key indicators of Board accomplishments are reported annually in the Departmental Agency Statistical Profile. This invaluable tool permits the Board to measure its progress against prior years in critical areas such as enforcement outcomes and public outreach. All boards and programs employ common definitions, which standardizes the data for comparative purposes.

Another important way that the Board tracks its performance is through the annual reports of accomplishments that each Board sub-committee presents at public Board meetings. The committees cover all Board program areas: Diversion/Discipline, Education/Licensing, Nursing Practice, and Legislative. The Board will track and monitor outcomes, update and refine performance measures, and modify its strategic plan on a continuous basis.

* Business and Professions Code Sections 101.1 and 473

BUDGET AND STAFFING

The Board of Registered Nursing is a self-supporting special fund agency which does not receive any general funds, federal funds, or other funds. Budgeted funding (prior to reimbursements) for the Board is as follows:

2000/2001	12,866,018	(actual expenditure)
2001/2002	14,547,400	(projected expenditure)
2002/2003	16,923,000	(Governor's Budget)

Staffing totals are presented below in terms of full-time equivalent (FTE) positions:

2000/2001	95	FTE
2001/2002	95	FTE
2002/2003	95	FTE

RESOURCE ASSUMPTIONS

The Board of Registered Nursing intends to accomplish its strategic plan's goals, objectives, and performance targets within its existing fee structure and fund condition.

The Board's resource allocation is in keeping with its primary mission to protect the health and safety of consumers. To that end, 70% of the Board's budget is devoted to enforcement activities. During 2002/2003 the Board has requested \$1,631,000 to augment its Attorney General line item to keep pace with a growing caseload. In addition, the Board has requested \$471,000 as a realignment of its fingerprint processing reimbursements and expenses, and \$400,000 to implement the Nurse Workforce Initiative. These budget proposals will not require a fee increase.

To accomplish many public service improvements that have been completed in its strategic plan, the Board has used innovative solutions, improved processes, or redirected existing resources. For example, in 1995/96 a budget change proposal was approved to redirect resources to improve services such as producing consumer brochures and videos, providing a toll-free number for 24-hour license verification, and improving the security and durability of license documents. This redirection resulted in a net reduction of the budget.